Review and evaluation of strategic and operational development of economic and tourism industry in the (city of Sari)

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Abstract

Tourism is an economic activity which provides suitable chances to enter international trade apart from countries development level because of its nature and special features. Understanding this issue, cause this economic activity be remembered as an industry (which has service nature) and is the world’s third industry after oil and automobile industry. Tourism is becoming one of the main pillars of the world trade economy. In addition, most of the planners and policy makers of development refer to tourism industry as the main rule of sustainable development (etfekhari, roknoldin,2005). Tourism development in one region has many positive effects on social and economic environment which includes: creating jobs, increasing revenue, increasing profits from production and supply of agricultural and livestock products to tourists, attracting migrates reduce area, improve the general level of literacy, health and well-being. Tourism would also cause reviewing the development of native culture, and trying to keep it alive, keeping the tradition of symbolic, restoration and paying attention to historical and cultural sites, turning again to produce handicrafts and so on. This research is applied and is descriptive-analytical in nature. Data collected through questionnaire was analyzed using SPSS software and one sample t test and swot model is used for providing solution and Gis and Excel software also was used in order to present analytical and descriptive data results. The main purpose of research is to consider and to evaluate strategic and executive schedule of economic and tourism industry development in sari.

Keywords: strategic planning and implementation, development, economics and tourism industry, the city of Sari, Swot.
Introduction

Tourism industry is one of the world's thriving economies sector and countries that have been able to equip themselves benefit from this industry have the same degree of economic growth. Tourism is a broad activity which happens in different moods of regional, international, and national base. Estimation of tourism global organization shows that the average global tourism growth rate for the period 2010-1990 is about 4.1 percent. One of the most important social changes taking place in contemporary societies, is paying attention to leisure as one of the basic needs in life which is dominated by technology. In line with such a development, tourism as one of the ways of spending leisure time is significant and has a considerable impact on the human environment, economies and livelihoods of societies. Academic investigations indicate that tourism is one of the most used industries in applying sources and energy and it seems that progress and develop in the future like the current growth. Tourism as one of the most dynamic economic activities of our time, plays an important role in sustainable urban development, this industry has many social, economic, environmental and cultural benefits for geographical places through simultaneous combination of domestic and foreign resources. Nowadays, tourism is an industry with one of the highest income in the world that economists consider it the third dynamic economy phenomenon after oil and automobile industry. This industry beyond the industry, is as a social and economic phenomenon all over the world, and its development behave as country’s main requirement because has important role in countries economic growth and sustainable development, the amount of investment in creating job opportunity in tourism industry is much lower than other industries, in other words, making job in this industry needs fewer investments and there is no doubt that all countries are in competition to use economic, social and cultural interests and also want to rise job level in their ideal country. In this way, use of resources, directing investments, the orientation of technological development and institutional change must be compatible with present and future needs that this kind of development is called sustainable development. Tourism is a multi-sectorial industry and its development depends on the development of other sectors and the various social, economic, political and cultural tourism activity is nowadays considered as one of the most dynamic activities in the world. So that the number of foreign and domestic tourists and the income deforestation in the world is steadily increasing (ZARGHAM Boroujeni, 2013). Tourism success in each country depends on its ability to develop, its marketing and facility management and activities which occur in tourism field. The growth of tourism in Iran since the end of the war was considerable, but was the effect of this sector’s empty capacities and it’s gradual completion. This significant spontaneous growth somehow caused hiding weakness and caused tourism inefficient large-scale management. It is clear that success in this area requires an understanding of the tourism phenomenon, understanding its dimensions and the familiarity with tourism industry’s proper management institutions (Gholizdeh, 7: 2014). The aim of this study was to assess the strategic plan and implementing economic development and tourism industry in the city of Sari.

Background research:
Khorasanzadeh and colleagues (2012) analyzed tourism infrastructures through an article titled management strategies and development and emphasized this point that our country, Iran has many tourism opportunities which didn't considered them yet, macro management says the first
word in tourism industry and identify opportunities in country and locate them in country’s tourism global planning. and provide investments in hard infrastructures such as hotels, restaurants and attractions and government also expands soft infrastructures like training, culture and security in country. taheri and colleagues(2012), in a research named considering the existing challenges in shiraz tourism industry due to limitation of residential centers ‘ considered shiraz residential centers status and concluded despite the mass of passengers, in most months of the year, the city's residential centers operate under the standard capacity . He went on to design hypotheses in the field of residential centers quality and its influence in attracting tourists. The most important difference with the previous works, was considering the effects of urban comprehensive management and the interaction of local people and urban management, in order to obtain sustainable development in urban tourism which so far, less attention has paid to it. Kercher (2015) in a study considers sustainable tourism principles including:: sustainable use of resources, reduce energy consumption and prevent waste, conserving diversity, tourism industry and planning, supporting the local economy, local community involvement, consultation with stakeholders and folks, crew training, marketing, tourism, and continue research on tourism development. . Ismail Shi et al. (2009). analysis of the environmental quality of coastal tourism by the standards of sustainable tourism, the Case Study of ramsar coastal city results obtained from the analysis of qualitative indicators of Ramsar coastal city show that among total of 17 indicators, 7 of them were lower than the mean amount and is evaluated correspond to relatively ideal quality and 10 indicators were higher than the mean and is evaluated correspond to unideal quality. Pierce (2001), in a study with the title of integrated framework for urban tourism research believes that urban areas are complex separate locations, four generally accepted specification for Cities includes: Physical density top of the structure, people, functions and socio-cultural heterogeneity, , multi-functional economy, physical centrality in the regional network and within the city. musavand and sasanpour(2012) considered mazandaran province as a case study in a research named evaluation of urban structures role in order to determine tourism using TOPSIS and AHP models. they identified 7 indicators as main factors of research and then evaluated obtained data from questionnaire by analytical and statistical approach by focusing on systemic viewpoint. The results of the study showed that by noticing to case study factors , Ramsar benefits from the highest points as tourism hub. . This research is important in terms of combining two techniques and statistical analysis. The main drawback of this study was to determine the criteria, regardless of the users or professionals.

**Literature:**

**Tourism**

tourism word (Tourism) is taken from the word tour (Tour) navigation means turning which has rooted in the Latin word means Turns around, going and returning between origin and destination rotates between source and destination which came from Greece to Spain, France and finally to the British (Oxford, 1970, 189) Beg Samuel (Samuel Begge) has reported use of the word tourism (tourist) as passengers in 1800; And in 1811 a Polish sports magazine applied the word Tourism (Tourism) . in defining internal tourism considered 50 mile that include all travels excepts that traveling for work. Destination definitions is accepted regardless of mistakes and errors, just for this reason that present economic and statistic quantity for tourists. While these destination definitions couldn't define tourism alone, they emphasized demand dimension and
ignored supply and the effects of tourism. Hence tourism needs another definitions. On this basis, other definitions provided that each of them in different dimensions, describe tourism. . In geographic aspect tourism is defined as spending leisure or recreational time which needs night absent from residential place . in social aspect, tourism definition is the interface between the life of natives and that of tourists.

Tourist (tourist)
Visitor that at least one night and a maximum of one year stay in public or private places by the aim of recreation, relaxation, sports, visiting relatives and friends, mission, attend a seminar, conference or meeting, treatment, study and research or religious activities . all Passengers who do tourism activities, are considered as visitor (Visitor), according to statistical reasons, we start discussion by the International Visitors topic . International Visitors are people who travel at maximum 12 months out of their country residence and their main purpose be visiting that countries.

Kinds of tourism
As it was said, in general tourism has different attitudes because of its interdisciplinary character, tourism is the same with tourism in the discussion of the situation. Various kinds and sometime different are considered for tourism and this is for the reason of different views to industry. In sum, although many factors have been applied to typology of tourism but it can be done based on a series of factors such as motivation or purpose.

Adventuresome Tourism:
In any society there are people who are very interested to adventuresome and vicarious works .some of these persons react to this internal need and feeling by doing adventuresome tourism. Such tourists want to test their physical abilities and skills through new or abnormal ways in front of difficulties. so kinds of tourism is attractive and enjoyable which be accompanied with more courage and excitement over the peaks and forests. . Historically, one of the examples is risky trips that African tourists go to hunt wild animals and to look for them in pristine environments and to experience an exciting and memorable way. another example is climbing in line with dangerous operation or boat riding in seasonal river raging water that in this way test their ability and skills against nature.

Cultural tourism:
in Cultural tourism, the main objective of tourist is visiting a destination cultural effects such as events, behaviors, plays, exhibitions and art and music . For example, visit the Louvre in France or attend an art hall where the program runs. Cultural tourism is spreading everywhere , because all areas have culture. UNESCO has announced cultural tourism as one of the factors Protecting World Cultural Heritage . European commission supports tourism as a main industry and remembers it in most parts of the world as a vital tool for economic support of activity and custom. tourism organization estimation shows that about 37 percent of all trips were devoted to cultural tourism and this market segment will grow by 15% annually. In another study it was shown that 70% of American tourists, cultural heritage tourism, as well as two-thirds of tourists who travel to Britain as part of a journey are in search of cultural heritage.
Nature-oriented tourism (natural)
naturalism is a kind of tourism by motivation and aim of inclination to nature, in this way, tourists use nature admiration and inform the world’s concinnity and enjoy it. meanwhile they persuade themselves to protect nature resplendency and respect for other cultures and nations communities.

Historical tourism
This type of tourism which is also called heritage tourism and associates with visiting museums, historic sites and buildings, today is devoted to the bulk of the tourists. Iran in this area can be very successful because of thousands historic buildings. (Dolat Abadi et al, 2009: 41).

Recreational tourism
Sustainable tourism is a natural tourism with the participation of local operators and the use of native and natural tourism potential. tourism global organization define ecotourism in this way: it is a kind of tourism that travel to natural regions is done in it by the research aim and visual interest from natural views and wildlife given that last and present cultural attractions.. (Dolat Abadi et al, 2009: 44)

Business tourism
In travels which is done by the aim of trade and economy, passenger participate in meetings, conferences and exhibitions, councils, religious programs, teaching and professional work or specialized company. one of the most visible phenomena in business travels is multipurpose travel. means that passengers can obtain some target by one travel.

Urban tourism
because urban areas have historical and cultural the attractions are historical and cultural attraction often. important tourism destinations. Cities usually have large and diverse attractions, including museums, monuments, theater halls, sports stadiums, parks, amusement park, shopping center, areas with historic architecture and places of important incident or celebrities who in other words, have the location attracts many tourists, such as restaurants, communication, transport and other tourism services which are located in cities that attract many visitors from the surrounding areas of the city and the city itself (taqvae and colleagues, 2008: 53).

Rural tourism:
Rural tourism, cultural and natural resources and historical and cultural tourism and rural areas supplied as tourism cultural good. Rural tourism causes economic growth, makes diversity, and stabilizes trade and industry dynamic occupation and provides opportunities for income growth as multi activities, creates new markets for agricultural products and expands a regional economy.
Tribal and ethnic tourism
In recent years, given that the growth of urban life and machines, many people have desire to travel to calm environment with traditional life. They go to agricultural and farm and spend sometimes there and look at rural life nearly.

Religious tourism
This type of tourism involves people in order to visit holy places or doing religious affairs that millions of Muslims travel to Saudi Arabia, the Christians travel to the Vatican or the Holy Churches, Buddhist travel to bonares and berahmaeiyan travel to lahasa and etc.

Sports tourism
In addition, sport has many recreational aspect for example, people who are interested to surfing, boat driving, climbing, skiing or observing sport matches travel to a country and is professional to someone. sports tourists visit other places or sometimes buy in addition to doing sport.

Health tourism
traveling in order to protect hygiene and health has so attraction to travelers. rising knowledge base of world’s people and more noticing to health and hygiene caused more attraction of these travels. this kind of tourism is beneficent because of reducing anxiety and beneficial for fitness. (Dolat Abadi et al, 2009 48-42).

Desert Tourism
desert tourism is important for those people who are interested to travel into dry and tropical areas or want to travel by camel or are willing to search about soil, organisms and desert weather. tourism activists and professional marketers entered actively into this area and made desert as one of the attractive destinations and landscape. nowadays, millions of people all over the world spend much cost for travel to desert. (Sharply 2007: 332).

Scientific and educational tourism and convention
educational tourism refers to travels which travelers and passengers learn regular issues through formal program that a familiar and identified sample of these educational travels is a program that individuals perform by going to outside the country that students go to university or school to study, usually these institutions are located in another country. also this institution includes reading a book, listening to speeches and other content. In scientific visits, travelers usually visit the historical, cultural and scientific regions (Saeidipour, M., 2012: 12-7)

Business tourism:
business tourism is implementation of part of the work and career with travel and participation in conferences, meetings, seminars, scientific, research and expertise.

Art Tourism:
aims to understand other nations knowledge and arts.
Typology of tourists:
Organized mass tourists
This kind of tourism is heavily dependent on tourism related service organizations. They are looking for a pre-planned and ready holiday property.

Organized individual tourists
This group of tourists also use special facilities of tourism system and try to determine their destination before leaving home as much as possible.

Exploratory tourists
This group are people who are looking for new and unknown destinations they are more interested to find their destination through their travel articles and books not through advertising brochures.

Easy traveler Tourists
These tourists are searching for new things and accept the difficulties and risks of journey in this way.

Adventurous tourists
This group of people is trained and willing to acquire new business and to visit people and new places. Travel plays an important role in their lives.

Conservative tourists are people who do not have the necessary confidence for long or difficult trips. they more Tend to spend holidays in secure domestic travel.

Dreamy tourists
they have A great passion to travel and to visit destinations that is not possible under normal circumstances. they tend to use maps for travels. thrifty tourists these groups don't travel these places for gain experience or being familiar with places, but they travel in order to calm and relax. They are less willing to spend more for better facilities and services in journey.

Affluent tourists
They are Rich people who value facilities and services on the day of travel .. (Kazemi, 2008: 264-272).

Tourism Planning
Before any planning of tourism planning in cities, it is essential that policy makers of urban tourism, be developed in line with national and regional policy. This policy is the general lead about tourism development reason and the mood of partly investing for tourism. . Policy making in urban areas, can be used by urban managers and participation of local people, with an emphasis on religious values and standards of development. development of such phenomenon is a complex process that involves development of this industry and national and international groups and government policy planners and legislators (Tefler, 2008: 80). In our country the lack of centralized management for major policy making, planning, marketing, control and evaluation...
at the macro level, uncertainty about limitations, and interventions of various people in tourism issues ranging from normal individuals or affiliated with various entities that have not responsibility in this area, problems and difficulties of the tourism organization (Taghvaee et al., 2013: 31).

Urban Tourism and Sustainable Development

In the turmoil of the past two decades, global, sustainable development is based on: the environment, the proper use of natural resources, avoid wasting energy, public participation in politics and decision-making, educating the public and authorities, a sense of responsibility towards future generations and collective intellect concludes that society needs a development which in addition to abilities to meet recent generation needs also can meet the needs of next generation, to support and provide condition and active participation in planning in order to protect moral rules, the health of culture and environment, ideas and local societies tradition. and go towards by expanding critical thinking and extending inform among people and providing tourism moral rules to achieve the goal of sustainable development. Fertility of culture has a significant effect on The development of sustainable tourism. Host culture are interconnected set of knowledge, values, norms and values: social, legal, religious, literary, artistic and political culture that can also affect society culture of guests, also features such as: land, ethical, ...social, genre and culture of guest. Iranian culture components carry many attractions from the first which are less known and in this condition urban tourism has special roll in identifying cultural tourism angles(Estelaji et al., 2013: 256),

Sustainable Tourism

Since the late 1980s, the sustainable development of tourism move toward more economic development. Sustainable development of the tourism industry in the 21st century is the ideal point attempts. Tourism industry react to change the paradigm of voluntary self-regulating and start of voluntary application. For example, countless volunteer programs and policies such as the Green world 21, Blue Flag campaign in Europe, nimble passenger in Ecuador, Thai green leaves and instruction 21 is set for the travel and tourism industry. (Jayawardena et, 2008: 265 ). World Tourism Organization for the first time in 1988 (1367) defined sustainable tourism according to criteria of Land Brandt Report: "Sustainable Tourism, meets the needs of present tourists and host communities to protect and promote the future opportunities " . Sustainable Tourism Development Committee in the Thailand meeting in March 2004 was revised definition of sustainable tourism. The purpose of this review was to better reflect sustainability in tourism, according to the results of the Johannesburg Conference on Sustainable Development. Defining a new concept to create a balance between environmental aspects, social and tourism economy, the need to implement sustainability principles in all sectors of Tourism and the Tourism global targets (eg poverty alleviation) is emphasized. (Georg, 2008: 8 (sustainable tourism is the efforts to achieve sustainable development in all fields. 1992 earth conference in riodojaniro, pushed governments toward a kind of development that causes the least loss and damage to environment. sustainable tourism was also part of resulting agreement in conference 21 agenda(means programs related to 21 century). The main objective in developing a sustainable tourism is offering reasonable method to utilize the natural and human resources and the prevention of the impractical use of these resources. Sustainable tourism development is threefold:-
Environmental Protection- Conservation of resource and cultural heritage- Respect and respect for communities. Thus, sustainable tourism should be clearly articulated with determined policy in order to guarantee all-round development of geographical areas (Zarei et al., 2010)

Aspects of sustainable tourism:
Asvarbrouk claims that the three dimensions of sustainable tourism include:
- Environment (sale and under construction);
- The economic life of host communities and tourism companies;
- Social aspects of tourism (its’ effects on the host culture and tourists);
Although in the beginning, the interests to environment attracted the most attention of stability enthusiasts, but today these three have the same value. management of sustainable tourism can be successful If the connection between these three dimensions be identified. However, the aim of sustainable tourism is to maximize the negative effects of the three dimensions) ZARGHAM Boroujeni and colleagues, 2012: 140).

Sustainable Tourism Development
Occurring environmental problems in 80s and 90s and consideration of these actions as one of the origins of green social movement (bari2001) caused increased knowledge of human, increasing moral sensitivity and the appearance of sustainable issue. Although concepts such as savings, protection and preservation have drawn attention from the past, bringing these concepts to the equations of economic, social and cultural development is something new to the concept of sustainable development (the toilers, and Zahedi, 2006). Considering the extent of use of the term sustainable development, this word is defined in various forms and the principle of transforming relationships between systems ,is the social, economic and natural process. It is noteworthy that the objective requirements for current and future use of the word generalized some meaning to equality between countries, continents, races, classes, genders and ages have extended life. (Pooyan, 69, 2000).

The economic importance of tourism
The tourism industry in the economic dimension has many features. Organizing humanitarian activities in this field, leading to the formation of the subject of economic management in tourism areas. This is the most important aspect of it. tourism economic management can maximize interest and positive effects of this industry and so can benefit this industry in areas which are deprived from this industry directly or indirectly. Since many tourism services cannot be delivered using the technology, manpower employment in these activities are plentiful. The development of tourism in different places to create seasonal and part time employment for manpower with expertise and average training. And reduces the unemployment rate. In Addition to creating direct employment in tourism, provides other activities field like construction, repairs, car hire, the retail and such these for native people. Although such exercises are uncertain in terms of stability in income.(soltani,1995:109). The most favorable effect of tourism is the currency which enters into country, the aim of tourism excess income is money that enter into a special country and this money is much more that money spend outside the country by tourists. America countries, France, Spain as a tourist attraction centers are the priority. (Chtk Wow, 27: 1385)Due to the economic importance of tourism it should be said that tourism causes revolution
of various economic sectors of the local, national, regional and global. (khezrly, 2012: 6). Tourism as an active economic sector can use work component more than another ones. And increase the level of employment. (Dolat Abadi, Jacob A. 72: 2009) so a user activity is tourism. Since many tourism services cannot be delivered using the technology, manpower employment in these activities are plentiful. The development of tourism in different places to create seasonal and part time employment for manpower with expertise and average training. And reduces the unemployment rate. In Addition to creating direct employment in tourism, provides other activities field like construction, repairs, car hire, the retail and such these for native people. Although such exercises are uncertain in terms of stability in income.(soltani,1995:109). The most favorable effect of tourism is the currency which enters into country, the aim of tourism excess income is money that enter into a special country and this money is much more that money spend outside the country by tourists. America countries, France, Spain are in priority as a tourist attraction centers. (Chtk Wow, 27: 2006)  
1-increasing public revenues from tourism and contribute to the gross domestic product and GDP, which shows the relative importance of tourism in the overall economy.
2. Foreign currency from international tourism, that includes computation of foreign currency gross revenue, whole foreign currency that tourists spend and foreign currency net income of remained foreign currency in country after foreign currency factor authentication deduction. This outflow of currency is that foreign currency which is spent for importing goods and services which are used by tourism. foreign currency and profits that foreign owners have, payments to foreign companies and others that foreign currency at the regional level, gross income from the business district and purification can be calculated. - Local employment generated by tourism, which employment is calculated by it includes the following: direct employment. Individuals who work in institutions related to tourism, such as hotels, restaurants, department stores and tourism and travel agencies. Indirect employment:-jobs created in supply sectors including transportation, agriculture, and crafts.
-Induction employment, persons who are supported by spending incomes generated by directly or indirectly practitioner.
3.Construction employment. Jobs which are created in the construction of facilities, and infrastructures of tourism facilities. this employment usually is temporary but may be very long when there is continuous development of tourism.
4. multiplier effect. this indicates to the effect of a foreign resource income on economy. this effect is the number of spending that money which firstly was spent by tourists in national economy. this effect measures the amount of tourism industry expenditure influence into economy and creating other economic activities.
5.helping public revenues. This includes hotels and other types of tourism taxes which can be obtained through the exit side of the country, income taxes of countries and tourism institute. (Heidari, 2008: 79-78).

**Strategic planning**

Strategic is a organizational process to define corporate`s strategy and decision-making in order to find necessary resources to achieve strategy target. This process also includes people and resources. organization will know where is going on order to know where is now exactly. then should define what wants to be and identify how to achieve that status. Documentation of this
process is called corporate strategic plan. Strategic planning for effective planning is used to image the plans of an organization, but obviously never can predict exactly how the market will be in the future and what will happen in the near future. However, strategy thinkers in the organization should design organization's strategies based on surviving in the harsh environment. Indeed, strategic planning is an official image of the organization's future.

Research Methodology:
This research is applied and descriptive - analytical in nature, after data collection using questionnaires, the relationship between variables was analyzed using SPSS software and one sample t test and SWOT model was used to provide solutions and also GIS and Excel was used to display the analytical and descriptive results of data analysis. In this research population consists of all sari citizens and managers. Statistical population (are selected randomly through lottery) were 350 individuals from sari citizens and 30 individuals from managers and experts in tourism and development of tourism industry who answered the research questions.

The study area:
City of Sari is located in the longitude range of 56 minutes to 53 degrees and 59 minutes east and latitude 35 degrees and 58 minutes to 36 degrees and 50 minutes north. This town bridge to Juabar, Qaemshahr, and Savadkuh from the west and from the east to the city of Neka, from the north to the Caspian Sea, from the south to the Alborz mountain range and the city of Semnan. Its’ space is about 3685.3 square kilometers, and consists of 5 districts, 15 districts, 4 cities and 441 villages. There is good natural conditions in this city’s led to increasing the population. Most of the population and human settlements in the plains is located in the center of the city. Generally, this city’s population was about 495,360 people based on census of individuals and domiciles. From these amount 247,347 are females and 248,013 are males. Totally it consists of 132,995 households given that the general population, 273,972 people live in the city and 221,388 people live in rural areas.

Table (1) changes in internal divisions of sari city years 1996-2012

<table>
<thead>
<tr>
<th>title</th>
<th>1996</th>
<th>2006</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of cities</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>The number of districts</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>The number of villages</td>
<td>11</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>The number of village with habitance</td>
<td>404</td>
<td>441</td>
<td>389</td>
</tr>
</tbody>
</table>

source: the results of general census and house years 1996-2012
Table (2) sari city divisions characteristics

<table>
<thead>
<tr>
<th>Town</th>
<th>District's name</th>
<th>The name of village</th>
<th>Households</th>
<th>Population</th>
<th>The number of village with habitance</th>
<th>The number of village out of habitance</th>
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</thead>
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<td>poshtkuh chahardange</td>
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<td>4053</td>
<td>15</td>
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<tr>
<td>2</td>
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<td>battaft</td>
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<td>3253</td>
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<td>5</td>
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</table>

Reference: mazandaran province statistic calendar 2010

Map (1) divisions of mazandaran province by town in 2012

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Defining sari tourism attractions

Sari, the center of Mazandaran province is one of the main cities of tabarestan and is espahbdan head squars. the oldest theory about this city’s foundation based on hakhamaneshi map was attributted to zadракar city to sari which in solukie period was attributed to sirinks and in sasani period its’ name changed to saruye and sari. sari city is located in the foothills of the Alborz mountain range and includes both mountainous and lowland. This city has three towns: sari, Kiasar and farim. This city with its numerous and diverse attractions in four mountainous, jungle, desert and sea section, as well as its proximity to the border town of Damghan as desert tourism, has the competence to reach the region’s tourism lofty peaks. soleiman tange Dam: at a distance of 45 km from the city center (accommodation, catering and entertainment services), asphalt. Farah Abad beach tourism area: sari, road, 28 km sea (accommodation, catering and recreation, fishing), asphalt (registration: 1997) surt spring : at a distance of 85 km from the city center (residential, leased facilities). Alandan Pond: sari, 30 km kiasar road , dusele tourism area: Sari, 35 km Kiasar road, recreational area of Tajan Park: Square of Red Crescent, the beginning of Emam Reza (AS), (Leisure Centre - Sports on the sidelines of the beautiful RIVER) , tourism-oriented Resket tourism direction: with a distance of 60 km from the city center ( amazing vision of plain, including ponds, caves, historic tower, landscaping dais, streams and rocky mountains) King castle: at a distance of 80 km from the city center , ponds of Syed mahale and Taj al-Din mahale , amazing frame-desert plains and lush plains and springs of Abbas Abad at jamkhaneh village at 15 km of Sari neka road.

<table>
<thead>
<tr>
<th>Line</th>
<th>The name of tourism sample region</th>
<th>The name of town</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Farah abad coastal recreational region</td>
<td>Sari</td>
</tr>
<tr>
<td>2</td>
<td>Shahid zare forest park</td>
<td>Sari</td>
</tr>
<tr>
<td>3</td>
<td>Shahid rajaee dam in Soleiman tange axis</td>
<td>Sari</td>
</tr>
<tr>
<td>4</td>
<td>Goharbaran recreational coastal complex</td>
<td>Sari</td>
</tr>
<tr>
<td>5</td>
<td>Shirin rood forest region</td>
<td>Sari</td>
</tr>
<tr>
<td>Reference: sari tourism and cultural heritage site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Table (4) considering external and internal chances and risks of sari development</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>External components of chances and risks of sari development</strong></td>
<td><strong>Internal components of strength and weakness of sari development</strong></td>
<td></td>
</tr>
<tr>
<td>Provisions of national documents schedule for Sari enhancement</td>
<td>Sari status as administrative and political center of the province</td>
<td></td>
</tr>
<tr>
<td>The base for tourism sector development</td>
<td>Railway line crossing from the city</td>
<td></td>
</tr>
<tr>
<td>The base for developing tourism sector</td>
<td>Better employment in city in relation to other cities of province</td>
<td></td>
</tr>
<tr>
<td>The completion schedule of the railway network in the north of the country</td>
<td>High density residential potential in city about 291.1 hectares infrastructure for spatial development</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threads</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The shortcoming of land and value of regions lands for agriculture for landfill</td>
<td>The existence of airport in town</td>
</tr>
<tr>
<td>The existence of limitations in all directions of the city (agricultural land and orchards of the City) to horizontal development</td>
<td>Reliance on unstable sources to urban management</td>
</tr>
<tr>
<td>Joining connected villages to the city due to unconsciously horizontal development and adjacent tissues with Rural Urban</td>
<td>Lack of compliance land scale use and spatial distribution pattern</td>
</tr>
<tr>
<td>The lack of sari municipal collection schemes</td>
<td>Qualitative and quantitative weaknesses in the public transport system</td>
</tr>
<tr>
<td>Urban sewage discharge into surface water resources</td>
<td></td>
</tr>
</tbody>
</table>

**References: authors**

**Table(5) barriers of sari tourism development**

<table>
<thead>
<tr>
<th>ro</th>
<th>Barriers of tourism industry development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economic barriers of tourism industry</td>
</tr>
<tr>
<td></td>
<td>Components of tourism industry development barriers</td>
</tr>
<tr>
<td></td>
<td>-shortcoming of investment in human</td>
</tr>
</tbody>
</table>
2 Socio-cultural barriers of tourism industry development

- Lack of necessary credits in order to fix and to protect historical and ancient buildings
- Cost growing in country
- Shortcoming of standard residential center
- High rate of residential center
- Discriminatory system of hotel's rating
- The weakness of infrastructural facilities and tourism services
- Inefficient policies in order to make trust in tourists
- Re-lack of advertising
- Lack of tourism accepting culture
- Lack of tourism notices system
- Cultural difference among tourism regions
- Less awareness about needs of tourists
- Lack of awareness from host culture

3 Legal-political barriers of tourism industry development

- Lack of services and trained forces
- The number of decision making centers
- Lack of expert managers
- Marketing weakness

4 Management barriers of tourism industry development

References: authors

Research findings

Profile (1) the percent of respondents age

References: authors

Table (6) respondents educational percent

<table>
<thead>
<tr>
<th>row</th>
<th>education</th>
<th>frequency</th>
<th>Frequency percent</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>diploma</td>
<td>3</td>
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</tr>
<tr>
<td>2</td>
<td>Associate degree</td>
<td>4</td>
<td>13</td>
</tr>
</tbody>
</table>
### Table (7): Considering Economic Indicator of Tourism Development and Sari Economic Indicator in View of People

<table>
<thead>
<tr>
<th>Economic Indicators</th>
<th>Evaluation of Economic Development</th>
<th>Very Much</th>
<th>Much</th>
<th>Average</th>
<th>Low</th>
<th>Very Low</th>
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</thead>
<tbody>
<tr>
<td>To what extent tourism development in the cities has lowered unemployment rate?</td>
<td></td>
<td>70</td>
<td>21</td>
<td>8</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>To what extent budgets allocation and economic employment has provided the base of economic tourism development?</td>
<td></td>
<td>50</td>
<td>28</td>
<td>17</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>To what extent use of specialists and experienced tourism industry forces has provided the city's economic development?</td>
<td></td>
<td>55</td>
<td>15</td>
<td>23</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>To what extent tourism industry has reduced urban poverty?</td>
<td></td>
<td>65</td>
<td>22</td>
<td>10</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>To what extent tourism development caused the rising cost of land?</td>
<td></td>
<td>47</td>
<td>41</td>
<td>33</td>
<td>33</td>
<td>2</td>
</tr>
<tr>
<td>To what extent tourism sustainable management provided urban economic development?</td>
<td></td>
<td>41</td>
<td>53</td>
<td>18</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>How do you evaluate the status of each of the following economic development of Sari tourism industry?</td>
<td></td>
<td>51</td>
<td>30</td>
<td>18</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>To what extent focus on private sector and investment in this industry led to the growth of city?</td>
<td></td>
<td>49</td>
<td>16</td>
<td>31</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>To what extent tourism industry has constructive role in local crafts and local indigenous crafts?</td>
<td></td>
<td>58</td>
<td>14</td>
<td>26</td>
<td>0</td>
<td>2</td>
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</tbody>
</table>

Reference: authors

Profile (2) Respondents residential percent

Reference: authors
people?
to what extent tourism industry has an effective role in improving the citizens quality of life?  

to what extent tourism development provides a growing base for local markets?
to what extent tourism development in the city has caused increasing housing prices?
to what extent of urban tourism has contributed in attracting domestic and foreign investment?
to what extent effective advertising has constructive role in tourists attractions?

<table>
<thead>
<tr>
<th></th>
<th>59</th>
<th>20</th>
<th>13</th>
<th>6</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>32</td>
<td>16</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>50</td>
<td>28</td>
<td>17</td>
<td>1</td>
<td>4</td>
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<td></td>
<td>55</td>
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<td>23</td>
<td>5</td>
<td>2</td>
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<tr>
<td></td>
<td>65</td>
<td>22</td>
<td>10</td>
<td>2</td>
<td>1</td>
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</tbody>
</table>

Reference: authors

Table (8) consideration of sociocultural indicators of tourism and economic industry development of sari in view of people

<table>
<thead>
<tr>
<th>Sociocultural indicators</th>
<th>How do you evaluate each of the following items in the economic development of sari tourism industry?</th>
<th>Very much</th>
<th>much</th>
<th>average</th>
<th>low</th>
<th>Very low</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you evaluate The status of each of the following items in economic development of sari tourism industry?</td>
<td>73</td>
<td>22</td>
<td>27</td>
<td>8</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>to what extent citizens and their approach has effective role in attracting visitors and tourists?</td>
<td>50</td>
<td>17</td>
<td>23</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>to what extent tourism development has played a role in reducing migration of citizens?</td>
<td>61</td>
<td>22</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>to what extent delivering of tourism affairs to non-governmental organizations (NGO) has provided urban tourism industry development?</td>
<td>57</td>
<td>11</td>
<td>30</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>How much of urban tourism has contributed to the increase in service jobs throughout the city?</td>
<td>51</td>
<td>37</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>To what extent tourism industry led to anomalies and insecurity in the city?</td>
<td>64</td>
<td>9</td>
<td>21</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Infrastructural indicator</td>
<td>Very much</td>
<td>much</td>
<td>average</td>
<td>Low</td>
<td>Very low</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
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<td>---------</td>
<td>-----</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>to what extent the variety of facilities and services (recreational facilities) is involved in the development of the urban tourism industry?</td>
<td>69</td>
<td>20</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>To what extent tourism industry led to participation of citizen in plans and projects in the field of tourism?</td>
<td>45</td>
<td>29</td>
<td>19</td>
<td>6</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Reference: authors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Table (9) considering infrastructural indicators of sari tourism and economic industry in view of people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you evaluate the status of following items in sari tourism industry economic development?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To what extent standards of tourism facilities in tourism industry has provided growth of the city</td>
<td>50</td>
<td>10</td>
<td>29</td>
<td>4</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>To what extent expansion and prosperity of Accommodation, catering and welfare have been effective in the development of the tourism industry?</td>
<td>81</td>
<td>15</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>? To what extent tourism industry has constructive role in the improvement of city's hotels and inns?</td>
<td>85</td>
<td>9</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>To what extent the status of infrastructure such as water, electricity, gas, etc. was constructive in urban tourism development?</td>
<td>57</td>
<td>27</td>
<td>12</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>To what extent the tourism industry was appropriate in the development of accommodation and</td>
<td>75</td>
<td>7</td>
<td>13</td>
<td>5</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
reception centers in the city?

To what extent means of communication and access to transportation network has provided urban tourism development?

To what extent investment incentives in tourism and tax and duties and the price of goods in the city was effective in tourism development?

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>64</td>
<td>32</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>63</td>
<td>9</td>
<td>20</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

Reference: authors
Table (10) considering ecological indicator of tourism and economic development of sari in view of people

<table>
<thead>
<tr>
<th>Ecological indicator</th>
<th>How do you evaluate the status of each following items in developing economy of sari tourism industry?</th>
<th>Very much</th>
<th>much</th>
<th>average</th>
<th>Low</th>
<th>Very low</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To what extent the existence of proper environmental conditions and plains, desert, was involved in attracting urban tourism?</td>
<td>72</td>
<td>25</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>To what extent diversity and the varied landscape of pristine natural environments and geographical areas led to development of tourism industry?</td>
<td>55</td>
<td>30</td>
<td>10</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>To what extent Natural and historical attractions was effective in tourism industry attractions?</td>
<td>67</td>
<td>23</td>
<td>8</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>To what extent the urban tourism has role in protecting the environment and preventing water and air pollution and urban environment pollution?</td>
<td>60</td>
<td>18</td>
<td>4</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>To what extent and variety climate and favorable weather conditions played a role in attracting tourists?</td>
<td>78</td>
<td>19</td>
<td>3</td>
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<td>0</td>
</tr>
<tr>
<td></td>
<td>To what extent Tourism was effective in the construction in rivers and</td>
<td>51</td>
<td>27</td>
<td>12</td>
<td>10</td>
<td>0</td>
</tr>
</tbody>
</table>
Reference: authors

in our country Iran. There are many tourism opportunities that didn't considered so far. Macro management in the tourism industry must identify opportunities in the country and incorporate them in the Tourism Master Plan and provide investment for them. Tourists entering to country will have more income and interest over oil revenues for us. development of tourism industry led to economic prosperity and decreasing unemployment and job creation and finally sustainable development in tourism industry will show its effects in all economic, cultural and social and politic sectors. The theoretical results of this study indicate that a city’s economic development depends on three main factors: new investors. Establishment of new manufacturing and service firms. Development and business innovation. Research results from considering satisfaction of Sari experts and managers to develop and improve the city's tourism industry attends to the following factors:
• service agent and cultural facilities
• physiographic factors such as, landscape, flora and fauna etc
• traditions and customs and local indigenous traditions
• local handicraft
• local foods agent
• residential facilities, etc. Because these factors were a performance requirement and are classifiable in sari and indicate experts, urban managers and citizens expectations in high satisfactory coefficient from existed approach. Based on resulting tables, the significance level was lower than alpha 0.5 in view of people. finally null hypothesis (h0) is rejected and it can be accepted that the existing status of sari is ideal with regard to sustainable development economic indicators in Sari. but, for the purpose of confirming the second hypothesis of research four indicators of (economic, sociocultural, infrastructural and ecological) were considered that the result of each indicator is calculated separately and its significance level is determined and finally an specified table is provided for all indicators in order to confirm the second hypothesis. given that the results of research and based on tables, the sig value obtained from the public and experts (p) obtained lower levels from alpha 05/0. It can be accepted that economic indicator was effective in sari tourism industry development. Based on the tables sig value obtained from the public and experts (p) obtained lower levels than alpha 0.05. It can be accepted that social and cultural indicators were effective in sari tourism development. Based on the tables' sig value obtained from the public and experts (p) obtained lower levels than alpha 0.05. We can accept that infrastructural index was effective in Sari tourism development. According to Table 5 sig value obtained from the public and experts (p) obtained lower levels than alpha 0.05. It can be accepted that environmental indicators were effective in sari tourism development. According to the results of research based on tables sig value obtained from the public and experts (p) obtained lower levels than alpha 0.05. so, h0 hypothesis is rejected and the hypothesis h1 is accepted and it can be accepted that cultural attractions, marketing, advertising, private sector, municipal revenues, public participation, public investment, infrastructures and approaches contributed to sari tourism industry economic development. based on the research result, tourism development strategies of Sari is close to the aggressive strategies (SO) and officials and managers of tourism industry and urban planners should try to do their best to
exploit the strengths of the existing opportunities and to develop further and higher area by focusing on the existing consequences to follow these purposes:
Ø the existence of rules and facilitative regulations to develop country’s tourism industry, managers’ and provincial responsible positive attitudes to tourism development
Ø clean and healthy air the base of tourism industry development
Ø the existence of beautiful nature and a beautiful unique landscape of natural promenade
Ø the existence of Dasht-e Naz airport and convenient access to area where private sector investors are interested to invest in a safe and talented environment in the country and province.
Ø talent soils of villages around the city for growing vegetables and vegetables and herbs
Ø public and private sector investors interest to invest in cultural heritage and historical vigor
Ø creating a brand for the city or specific place in Sari
Ø developing the tourism infrastructure in the city of Sari according to urban landscape
Ø Citizenship Education for Innovation and Business Development in the City of Sari
Ø developing the local economy by providing fiscal stimulus
Ø helping to facilitate invests in the field of tourism through the betterment of sari features and spaces
Ø determining the right price to offer special services such as tourism through providing infrastructure, cultural activities, education for citizenship
Ø controlling prices and preventing multi price in Sari
Ø expanding and creating social and safety roads in mountainous areas and in different seasons for tourists in the city of Sari
urban management by creating networks of relationships with citizen parties such as investors, tourism agencies of cultural organizations, universities, research foundations, jobs in cities and foreign actors and show activities in order to be able to help these organizations and institutions provide new image from sari effectively to reflect everywhere. Since design process and ideal view of construction and positive imaginations from sari is not easy, but based on theoretical findings of research the base of such effective rule is provided:
ü Idealization of city through advertising, public relations, advertising, conferences, coordination with universities, institutions of local organizations in coordinated and coherent way.
ü Using proper techniques for executive employment with messages by considering time and space condition such as buying ads in media for transmitting messages for the target. ü forwarding capabilities and city attractions as direct mail (sending brochures, maps, pamphlets, functions and ...) to potential investors and tourists wishing to visit the city, the municipality must have a public relations through a variety of media to create positive image from the city in the mind of tourists, in line with this, it should be tried that conferences of new investors provide information to media to create positive mind plans of sari in investors mind in tourism and economic sector of sari.
-developing native cottage for residential facilities in economic activities that reduces risks by income making for management and protecting regions in order to follow local work force toward sustainable activities and provide educational opportunities for tourists and people of local societies.
evaluative activities in law execution related to urban tourism and sustainable development.
§ policy making, planning and law amendments and regulations of the tourism sector
§ policy making, planning and urban management laws and regulations of management sector
§ aspects of infrastructural installation including road networks, telecommunications, water, energy, electricity, sewage, in the city of Sari in order to maximize sustainable urban development
§ reform and recovery systems of waste disposal, hotels, restaurants, in order to develop tourism and sustainable urban development
§ use of modern transport and land use policies
§ transfer of part of the activities from the center to the periphery in order to improve traffic in Sari
§ develop new pathways to build capacity for public transport
§ improving and developing sari by the purpose of cleaning air, green space, improve physical and mental health of citizens, improving urban life and creating beautiful landscapes to attract tourists
§ identifying barriers and weaknesses in the marketing department of tourism
§ Identifying cultural and educational obstacles and difficulties related to the tourism industry.
sari has many natural historical and geographical tourism attractions and has many ideal capacities in order to attract inside and outside tourists but these capacities didn't used yet and most of its' tourism attractions is unknown for internal and external tourists. Obviously, the proper utilization of sari tourism potential need exact study and careful planning. One of the key issues in tourism planning, is determining infrastructure place and this sustainable industry`s existence condition in one region to reach city`s mobility and prosperity, so it should be say that proper exploiting of infrastructures and informing from inequities is necessary for tourism development. by knowing infrastructures and ordering them in area management of tourists will be better.
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